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GENERAL SUPERINTENDENTS

PENNSYLVANIA RAILROAD DIVISION



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MARCH 13, 1917









# GENERAL SUPERINTENDENTS

OF THE

PENNSYLVANIA RAILROAD DIVISION

PENNSYLVANIA RAILROAD CO.

BY

WILLIAM BENDER WILSON

PUBLISHED BY  
THE KENSINGTON PRESS  
PHILADELPHIA

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1900



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GENERAL SUPERINTENDENTS  
OF  
THE PENNSYLVANIA RAILROAD DIVISION,  
PENNSYLVANIA RAILROAD COMPANY,  
BY  
WILLIAM BENDER WILSON.

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AUTHOR OF THE HISTORY OF THE PENNSYLVANIA RAILROAD;  
ACTS AND ACTORS IN THE CIVIL WAR, ETC., ETC.

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NO other page in the history of the Commonwealth of Pennsylvania presents such a grouping of exceptionally strong and able men as that one upon which is recorded the names of the thirteen who have served as General Superintendents of the Pennsylvania Railroad Division of the Pennsylvania Railroad Company, from the beginning of practical operations on the road in 1849 to the opening of the year 1900, and as time goes on they will become more illustrious by reason of their life-work. Pennsylvania, with its magnificent resources, lay dormant until its great line of railroad was completed, and then began its rapid development, which continuing uninterrupted until, in this closing year of the nineteenth century, it stands unmated as an Imperial Commonwealth, abounding in wealth, industry, intelligence, morals, and people whose happiness is proverbial. In 1850 that portion of the State composed of the counties of Philadelphia, Delaware, Chester, Lancaster, Dauphin, Perry, Juniata, Mifflin, Huntingdon, Blair, Cambria, Indiana, Armstrong and Allegheny, and now traversed by the main line of the Pennsylvania Railroad Company, contained a population of 993,756 people. In 1899, by a close estimate based upon the taxables for those counties, the population approximated, 3,391,812. These figures show an increase of 2,398,052, or a fraction over 241 per cent. In 1848, when the Pennsylvania

Railroad was under construction, and when the travel and traffic through the State was being transported over canals, sections of railroads and turnpike roads, the total valuation of real and personal property in those counties for taxable purposes was \$247,646,898; in 1899, with the Pennsylvania Railroad having taken the place of the earlier and cruder means of transportation, the valuation had risen to \$1,780,601,668 taxable for county, and \$508,316,862 for State purposes, making a total of \$2,288,918,530. The increased valuation in the 51 years was \$2,041,271,632, or a fraction over 824 per cent. These figures show the significant facts that the rates of increase in wealth was 3 2.5 times greater than that of population, and that the wealth of the people had risen from a per capita of \$249.71, in 1848. to one of \$674.83, in 1899.

As the Pennsylvania Railroad Company was a most potent factor in producing these results, so, too, was the genius of its General Superintendents in contributing to them. With inborn force, supplemented by careful training and conscientious application, they were an honor to their times. Whether in the field of the arts or sciences, peace or war, practical affairs or state craft, finance and trade, the home or the church, they have stood in the forefront. Three of them, John Edgar Thomson, Thomas A. Scott, and Alexander J. Cassatt, became President of the far-reaching corporation by whom they were employed; others have distinguished themselves in advanced positions in the Company's service; whilst still others, with the world for the arena of their activities, have carved their names deeply in the tablet of the progressive age in which they have lived.

On June 8, 1849, the work of road construction having so far progressed, deeming it advisable to begin practical operations, the Board of Directors of the Pennsylvania Railroad Company adopted a resolution providing that the duties of a General Superintendent should be merged with those of the Chief Engineer, the title of the officer holding the dual position to be Chief Engineer and General Superintendent. J. Edgar Thomson immediately assumed the duties and title, and on September 1, 1849, appointed Herman Haupt Superintendent of Transportation, who immediately became the active transportation officer. The duties of the office embraced all matters pertaining to the conduct of transportation, maintenance of way, motive power, freight rates and classifications, and auditing accounts. On January 8, 1851, in view of the fact that the largely increased duties of the Chief Engineer, together with those of General Superintendent, were

too much of a tax upon Mr. Thomson, and he having wished to resign the General Superintendency, his resignation was accepted and Herman Haupt appointed General Superintendent, the resignation and promotion taking effect upon that date. Herman J. Lombaert, who, from November 12, 1850, had been Mr. Haupt's assistant, succeeded the latter on the same date as Superintendent of Transportation. Mr. Haupt continued as General Superintendent until November 1, 1852, when he resigned, and Mr. Lombaert was promoted to the position. On the 1st of December, 1852, the Board reorganized the department and appointed Mr. Lombaert Superintendent, with four assistants. On March 1, 1857, a reorganization having again been effected, Mr. Lombaert's title became General Superintendent. The business of the road having demonstrated that the duties devolving upon the General Superintendent should be divided, it was accordingly done, and to one division was given the supervision and auditing of all accounts, and to the other the supervision of active operations of all the several sub-departments of the road—the officer in charge of the first being styled Controller and Auditor, the other, General Superintendent. Under that organization, on January 1, 1858, Herman J. Lombaert became Controller and Auditor, and Thomas A. Scott, General Superintendent. The sudden death of William B. Foster, Jr., on March 4, 1860, caused the promotion, on April 1, 1860, of Mr. Scott to the Vice-Presidency and Enoch Lewis to be General Superintendent. Mr. Lewis continued as such until December 31, 1865, when he resigned, and was in turn succeeded by Edward H. Williams. Mr. Williams occupied the office until April 1, 1870, when he was succeeded by A. J. Cassatt. The leasing of the lines in New Jersey, December 1, 1871, caused the office of General Manager of all lines east of Pittsburgh and Erie to be created, and Mr. Cassatt was elected to that position, December 20, 1871, and performed in addition to its duties those of General Superintendent until when, under the reorganization of March, 1873, G. Clinton Gardner was made General Superintendent. Mr. Gardner resigned April 1, 1879, and was succeeded by Charles E. Pugh. Mr. Pugh was promoted to General Manager, October 1, 1882, and was succeeded by S. M. Prevost. On May 1, 1885, Mr. Prevost having been appointed General Superintendent of Transportation, R. E. Pettit was appointed as his successor in the General Superintendency. Mr. Pettit resigned, taking effect June 1, 1890, and was succeeded by Frank L. Sheppard, who continued as General Superintendent until

January 1, 1899, when he was transferred to the United Railroads of New Jersey Division as General Superintendent of that part of the eastern system. J. M. Wallis, the present incumbent of the General Superintendency, succeeded him on that date.

A public speaker some time ago said of the Pennsylvania Railroad, "It needs no eulogy, there it stands!" Whilst it is true that its character needs no eulogy, it is an error to assert that it has reached its climax and is standing still. It is an ever advancing, never receding power in the march of civilization. When John Edgar Thomson became General Superintendent, the Pennsylvania Railroad Company had but 61 miles of its road ready for operating, being that portion lying between Harrisburg and Lewistown, but at the beginning of the year 1899, when John M. Wallis looked over the Pennsylvania Railroad Division alone, he found that he had 1723.01 miles of road with 3788.60 miles of trackage, the operating of which he was responsible for. Herman Haupt in his report for 1851 showed he had carried over the road 437,090 passengers, and about 60,000 tons of freight; Mr. Wallis in his for 1898, that he had carried 18,275,569 passengers, and 51,550,639 tons of freight. The history of the Division for the intervening years is but a record of progress, whilst the vista opening discloses nothing but advancement. He would be a bold prophet, however, who would attempt to predict and measure the magnitude of that advancement in the days to come, although he would be safe in saying that in the future, as in the past, the man at the helm will be found of the highest character—broad, versatile and comprehensive—who will meet the requirements of his position as well as his predecessors met theirs, and that the Pennsylvania Railroad Company will continue as the foremost factor in developing the resources of State and Nation.

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### JOHN EDGAR THOMSON,

First General Superintendent,

JUNE 8, 1849—JANUARY 8, 1851.

John Edgar Thomson, son of John Thomson, was born in Delaware county, Pa., on February 10, 1808. He was educated principally by



JOHN EDGAR THOMSON.  
General Superintendent.



JOHN EDGAR THOMSON  
President.



his father, who was a man of note in his neighborhood. When nineteen years of age he began his railroad career, becoming a member of the engineer corps which made the original surveys of the old Philadelphia and Columbia Railroad, by appointment from the Secretary of the Board of Canal Commissioners. From that time, for a period of forty-seven years, he continued in the same line of duty, rising by merit alone to the first position in his line of service in America, probably in the world. In 1830 he was Assistant Engineer Eastern Division, Camden and Amboy Railroad. Then, after a brief visit to Europe, he returned, and, in 1832, was made Chief Engineer of the Georgia Railroad, extending from Augusta to Atlanta, with a branch to Athens, in all 213 miles, the longest line which up to that time had ever been under the control of one company in the United States. He continued with the Georgia Railroad until 1847, when he was elected Chief Engineer of the Pennsylvania Railroad. On June 8, 1849, he was elected General Superintendent, an office in addition to that of Chief Engineer, and from which he resigned January 8, 1851. On February 5, 1852, he was promoted to the Presidency of the Company. Upon assuming the latter position he immediately began organizing the road for business, and the rules and regulations he then laid down formed the basis for the magnificent organization of to-day, with its fidelity to duty, and unsurpassable *esprit de corps*. Mr. Thomson was in no sense a martinet, but his appreciation of regularity and order inclined his mind to an organization along military lines. His policy at the outset was to keep as free of debt as possible, build well, but pay as you go. Expansion of his line by direct control of the tributaries did not become a part of his policy until late in the sixties. Prior to that he assisted tributaries, and secured trade through traffic contracts, but spirited competition caused him to change and adopt the policy of obtaining the control of those lines. The outcome of the steady pursuit of that policy has been the uniting of the Atlantic Seaboard and the Capital of the Union to the lakes and the Mississippi Valley by unequalled corporate property under the management of one head. He did more than any one man to establish, create and perfect the railway system of the American continent. Mr. Thomson was a man of splendid physique and led a life of marked regularity, but a quarter of a century of well-directed efforts, whilst bringing prosperity to the road, the care and devotion to duty so taxed his physical powers, that strong as they were, they had to yield to the demands made upon them, and his eyes closed in death. He died



May 27, 1874, his splendid mind remaining unclouded to the last.

Mr. Thomson was a man of reserve, sparing of speech, and kept his thoughts and opinions largely to himself. He was a patient listener, absorbing freely the knowledge brought to him by others, but only reaching his conclusions based on such knowledge after calm and thoughtful reasoning. It has been truly said of him, "but when his conclusions were reached and the emergency required it, he became grandly enterprising and permitted no obstacle to stand in the way of success."

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## HERMAN HAUPT,

Second General Superintendent,

JANUARY 8, 1851—NOVEMBER 1, 1852.

Herman Haupt was born in Philadelphia, Pa., March 26, 1817, and after preparatory education in the schools of that vicinity, was appointed a cadet at West Point in June, 1831, by President Andrew Jackson. He graduated from that institution in June, 1835, in the class with General George G. Meade, and was commissioned as second lieutenant. He remained an officer of the United States Army until September, 1835, when he resigned, and accepted an appointment under Henry R. Campbell, as Assistant Engineer engaged in the surveys of the Allentown road and of the Norristown and Valley railroads. In June, 1836, he was appointed Principal Assistant Engineer in the service of the Commonwealth of Pennsylvania, and engaged in the location and construction of the Gettysburg Railroad across the South Mountain. In 1839, work on the Gettysburg Railroad having been suspended, he was appointed Principal Assistant Engineer on the York and Wrightsville Railroad. In 1840 he commenced investigations on the strength of materials and of the distribution of strains in bridge and other complicated trusses, which, after some years, resulted in his publication of "General Theory of Bridge Construction." This work was at once adopted as a text-book in engineering schools, and pointed the way to accurate calculations on the strength of trusses and the preparation of strain sheets. From 1841 to 1847 he was Professor of Higher Mathematics and Civil Engineering in Pennsylvania College, Gettysburg, Pa., and Principal of

Oak Ridge Select Academy. The winter of 1847-48, he resigned his professorship, and accepted a position on the Pennsylvania Railroad as Principal Assistant to J. Edgar Thomson to relocate thirty miles on the Juniata Division, which had been so badly located that Mr. Thomson decided that, although the contracts had been let and the work commenced, a new location was necessary. This relocation was made without delay to any of the contractors. After the completion of the location between Millerstown and Lewistown, Mr. Haupt was transferred to Harrisburg in charge of the Susquehanna bridge, and the first principal division from Harrisburg to Millerstown. Whilst thus occupied, he also acted as Assistant to the Chief Engineer in examining and criticizing reports from the assistants on all of the Divisions, suggesting alterations in location, and writing letters of instruction. In 1849 Mr. Haupt was informed by J. Edgar Thomson that he had been selected for the position of Superintendent, and advised to take a vacation for two or three months to examine the practical operations of the more important roads of New York and New England, to study particularly their systems of bookkeeping, make sketches of snow-plows and other machinery, and be ready upon his return to prepare the best possible plan of organization for conducting the business of the Pennsylvania Railroad. The plans prepared in accordance with these instructions were submitted to the Board of Directors, and adopted without alterations. From September 1, 1849, to December 31, 1850, he was Superintendent of Transportation. Mr. Thomson, although General Superintendent, took no active part in the direction of transportation details. On January 8, 1851, Mr. Thomson having resigned the General Superintendency, Mr. Haupt was appointed to that position, in which he continued until November 1, 1852, when he resigned to assume the position of Chief Engineer of the Southern Railway of Mississippi. In the annual report for 1852, President Thomson expressed regret for the loss the Company sustained in accepting the resignation of Mr. Haupt, whom he styled "the energetic individual who so ably and faithfully managed the transportation department since its organization." Mr. Haupt continued to hold the position of Chief Engineer of the Southern Railway until April 20, 1853, during which time the railway across the State of Mississippi from Jackson to Meridan was located. On that date he was unanimously elected Chief Engineer of the Pennsylvania Railroad, which position he retained until the completion of the road. On February 4, 1856, he was elected a director of the Pennsylvania Railroad

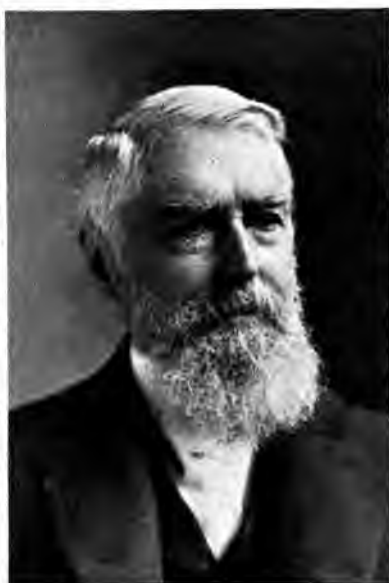
Company by the City Councils of Philadelphia. In August, 1856, he undertook the construction of the Hoosac Tunnel in Massachusetts as engineer and contractor. In 1861, Simon Cameron, then Secretary of War, appointed him a member of the Board of Visitors to West Point, of which James G. Blaine was a member. Mr. Haupt was selected as Secretary of the Board under that appointment. In 1862 he was summoned to Washington by the Secretary of War and placed in charge of the Bureau of Military Railroads of the United States, with the rank of Colonel and Aide to General M'Dowell. On September 5, 1862, he was promoted to be brigadier-general for meritorious services against the enemy during the campaigns of the army in Virginia. The corps organized for the construction and operation of the military railroads by authority of the War Department, and which was chiefly comprised of contraband refugees, became such a marvel of efficiency in the construction of roads and bridges that the newspaper reports were disbelieved by the military engineers of Europe, and in 1867, General Haupt, whilst in England, was invited to attend a meeting of the British Association for the Advancement of Science, and by unanimous request of the Engineer Section, presided over by Professor Rankin, gave an explanation of the manner in which bridges were constructed, one of which, across the Chattahoochie in Georgia, 780 feet long and 100 feet high, had been built in four and one-half days, taking the timber from the forest. This feat, unparalleled in the annals of warfare, was accomplished under the immediate supervision of Assistant E. C. Smeed, who afterwards became Chief Engineer of the Kansas and Union Pacific Railroads. The work of General Haupt on "Military Bridges" was published by D. Van Nustrand during the war. In the period intervening between the close of the war and the spring of 1881, Mr. Haupt filled some important positions as representative of the Pennsylvania Railroad's interests in the South, as General Manager and Director of the Danville and Richmond System; as Acting Receiver of the Charlotte and Atlantic Air Line; as Chief Engineer of the Shenandoah Valley Railroad; Consulting Engineer for several companies; Chief Engineer of the Seaboard Air Line; and was the author of various professional papers. In the spring of 1881 he was appointed General Manager of the Northern Pacific Railroad, a position he retained until after the opening of the whole line to the Pacific, and organization of the several divisions. In 1884 he was appointed President of the Dakota and Great Southern Railroad, which was subsequently absorbed by the Chicago, Milwaukee and St.



HERMAN HAUPT,  
General Superintendent.



HERMAN HAUPT,  
1890.





Paul Railway. Since that time General Haupt has been engaged in miscellaneous professional work, and has occupied the position of President of the General Compressed Air Company, for the introduction of compressed air as a substitute for electricity and cable for city and suburban service. Although upwards of eighty years of age, he is still (January 1, 1900) an active, progressive and aggressive force. Having held successively the positions of Principal Assistant Engineer, Superintendent of Transportation, General Superintendent, Chief Engineer, and Director of the Pennsylvania Railroad Company, he is now the only survivor who figured prominently in the early operations and organization of the Pennsylvania Railroad Company.

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## HERMAN J. LOMBAERT.

Third General Superintendent,  
NOVEMBER 1, 1852—JANUARY 1, 1858.

Herman J. Lombaert was born at Easton, Northampton county, Pa., October 30, 1816, and died in Philadelphia, Tuesday, March 10, 1885. After receiving his education in the schools of Philadelphia, he adopted civil engineering as his profession. He entered upon his public career under the supervision of Samuel H. Kneass, then engaged in the construction of the Philadelphia and Trenton Railroad. Upon the completion of that work he accepted employment as Assistant Engineer in the location and construction of the Philadelphia, Wilmington and Baltimore Railroad. Recognized as being a man eminently practical in his ideas and of sound judgment, he was, in 1844, employed by the Government of Colombia, S. A., to survey and locate a route for a canal to connect the City of Carthagena with the river Magdalena. He returned to the United States in 1845, and engaged professionally in various public works in Pennsylvania and New England until the 12th of November, 1850, when he entered the service of the Pennsylvania Railroad Company at Harrisburg, Pa., as assistant to Herman Haupt, Superintendent of Transportation. On the 8th of January, 1851, Mr. J. Edgar Thomson having resigned as General Superintendent, Mr. Haupt was promoted to that vacancy, and Mr. Lombaert to succeed Mr. Haupt. The latter resigned No-

vember 1, 1852, and Mr. Lombaert succeeded to the duties, retaining the title of Superintendent. Mr. Thomson, officially speaking of the appointment of Mr. Lombaert to the position, said "The Company have secured a gentleman whose experience and well-tryed judgment give an assurance of a successful administration of the important duties assigned him." Mr. Thomson did not overestimate the man. Whilst occupying the office, Mr. Thomson suggested, Mr. Haupt planned, but Mr. Lombaert went further—he suggested, planned and executed. The road, when completed, was given to him to organize and operate. That involved directing details covering almost all phases of railroad management, which in these days of enlargement are distributed among the Transportation, Engineering, Comptroller's and Commercial Departments. He, however, was equal to it all.

The offices were moved to Altoona, December 1, 1852, where he organized and elaborated a transportation department, which, in general outline, is followed to this day. There he toiled with great problems of transportation which had been presented by the successful subduing of the mountain ranges for railroad purposes. Discipline, order, regularity, solidity of structure, development of the country through which the road passed—all, in their general scope had to be considered by him, whilst the almost innumerable details of train movement and equipment passed constantly in panoramic view before him. In the midst of his great responsibilities, the most minute detail did not escape him, as is attested by the fact that many of the comforts and conveniences now enjoyed by railroad passengers were first introduced by him—the saloon, the watercooler, the heater, the lamps in the coaches—were all children of his brain. The chair car was another innovation he introduced on the road in 1855. These cars were run on the night lines, and were fitted up with a sort of reclining chair, with iron frames, plush upholstered, each one having on it a head-rest and notches, so that three different positions in reclining could be obtained. The chairs were placed in the cars in pairs, but each chair was independent of the other. There were four chairs across the middle of the car, the aisle separating the pairs. These cars were run originally between Harrisburg and Pittsburgh, but in 1858, when the changes in Philadelphia and on what is now the Philadelphia Division were made, their run was extended to the latter city. They continued in service until 1866, when the Pullman sleepers supplanted them, a thing which the Woodruff sleepers, which had also been in use, could not do.



HERMAN J. LOMBAERT.





On the first of August, 1857, when the main line of the public works had been acquired, they were placed under his jurisdiction. The increased business which the purchase brought to the road demonstrated that the duties devolving upon the General Superintendent should be divided. They were, therefore, separated into two divisions—to one of which was connected the supervision and auditing of all the accounts, and to the other the supervision of all the sub-departments of the active operations of the road. The officer in charge of the former was to be known as Controller and Auditor. To that office Mr. Lombaert was chosen by the Board on December 26, 1857, and assumed charge January 1, 1858. President J. Edgar Thompson, in announcing the appointment to the stockholders said of the appointee: "The thorough acquaintance of railway accounts possessed by this gentleman, and his minute knowledge of the value of all articles of railroad consumption, added to his high character for integrity, peculiarly fit him for this post." In addition to building up his particular department, his varied experiences and practical mind made him a trusted counsellor of the President. In 1861, Vice President Scott was made Assistant Secretary of War, and whilst he did not relinquish his position on the road, was necessarily absent a great deal. To meet that emergency, Mr. Lombaert was, on October 9, 1861, made acting Vice President to serve during Mr. Scott's absences. On May 27, 1862, he was elected temporary, and in February, 1864, permanent Second Vice President, having general supervision of the Treasury, Accounting and Transportation Departments. In 1871 he was elected President of the American Steamship Company. The arduous duties which devolved upon him began to weigh heavily, and finally to such an extent that his health became so seriously impaired that, in 1872, he was constrained to withdraw from all active business, and lay down his position in the Pennsylvania Railroad Company's service.

Herman J. Lombaert was a notable figure in the constructive and early developing periods of the Pennsylvania Railroad. Of heroic mould, he was a man among men, commanding attention, admiration and respect, and whilst towards the close of his useful life a cloud passed over his intellect, yet, throughout all its activities and responsibilities he loomed up, morally and physically, a splendid specimen of a noble man. He was one of the most prominent railroad men of his times, and contributed largely to the development

and maturing of the comprehensive system of management of the Pennsylvania Railroad.

Inflexible integrity, strict discipline and a discriminating judgment characterized all his official acts. Though of an undemonstrative and retiring disposition, he was greatly esteemed by all, and was regarded with affection as a true and faithful friend. Blameless in his life, kind and considerate in his actions, he justly commanded alike from superiors and subordinates their highest consideration.

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### THOMAS A. SCOTT,

Fourth General Superintendent,

JANUARY 1, 1858—APRIL 1, 1860.

Thomas Alexander Scott was born at Loudon, Franklin county, Pennsylvania, December 28, 1824, and died in Philadelphia, May 21, 1881. What little schooling he received was in the village of his birth, under the tuition of the village schoolmaster, Kerbey. His father dying when he was ten years old, and the necessity for self-support ensuing, he entered a country store as clerk. That life not meeting the demands of his energetic nature, he went to Columbia, where his brother-in-law, Major Patton, was Collector of Tolls on the Public Works, and accepted a clerkship under him at the Outlet Lock. He entered on that service, August 1, 1841, before he was seventeen years old, and continued in it until 1847, when he went to West Philadelphia, having been promoted to a clerkship in the office of Collector of Tolls there. In 1850 he entered the service of the Pennsylvania Railroad as Station Agent at Duncansville. In that position he displayed such wonderful mastery of men and great ability for overcoming obstacles, that when Mr. Thomson organized the road for business in 1852, he appointed Mr. Scott as Third Assistant Superintendent, and placed him in charge of the Western Division, with headquarters at Pittsburgh. The wise manner in which he administered affairs there, eradicating the prejudices and ill will engendered in that city by the repeal of the Baltimore and Ohio privileges, and in bringing his Division up to a high standard of excellence, brought about his promotion to the General Superintendency on January 1, 1858. On the death of William B. Foster, Jr.,



HOUSE AT LOUDON, PA., IN WHICH THOMAS A. SCOTT WAS BORN.



on March 4, 1860, he was called to the Vice Presidency, which he assumed April 1, 1860. Here was effected that union which was so advantageous to the Company. The foresight and mental grasp of Mr. Thomson, joined to Mr. Scott's executive ability, made a harmonious combination, always effective for the accomplishing of necessary plans in the interest of the road's advancement. Moving along the lines with Mr. Thomson, every foot of the road's progress bore marks of his efforts. As an executive officer he was quick in conception and dazzling in action, and his influence on any body of men was supreme. The executive, the judiciary and the legislative all came under his magic power whenever he had anything necessary for his road to ask for; but it was reserved for the Civil War to bring out the full powers of his unmatched management of men, and his ability to deal with events of the greatest magnitude. The war was an exceptional one, requiring exceptional men for exceptional deeds, and there was not brought to the foreground by it a more striking figure than Thomas A. Scott. Only thirty-seven years of age, a model of physical health and strength—alert, active and untiring, possessed of a perfect memory, an almost inexhaustible fund of knowledge, and an absolute confidence in his own abilities, coupled to a temperament that never heated, and a charm of manner that never varied, he was an ideal leader. It is not surprising that on his arrival in Washington, on the opening of May, 1861, he gave evidence of the highest abilities, and surprised not only his friends, but astonished statesmen, warriors and diplomats with his familiarity with their crafts, whilst displaying a masterful supremacy in his own. The powers the President and Secretary of War clothed him with were unlimited, and practically made him a dictator so far as railroads and telegraphs were concerned, and yet such arbitrary power was entirely safe in his hands, for he knew how to use it and was not constituted to exercise its abuse. After he was appointed Assistant Secretary of War, business accumulated very rapidly, but it seemed not to call up a ripple of care to him—he dispatched it with a rapidity and precision that would have caused Napoleon to blush with envy. His office door was always open, and daily crowds of people passed before him, each presenting his own peculiar claim, civil, military or personal, receiving polite consideration from him, while at the same time he was attending to a voluminous correspondence on his desk or receiving reports from army headquarters or Chiefs of Bureaus. One day the Prince de Joinville, accompanied by his

nephews, Philip Comte de Paris and Robert de Orleans, Duc de Chartres, was standing in Colonel Scott's office, and seeing a display of his personal capacity for work, under the above circumstances, turned to Secretary Seward, who was with him, and said, referring to the Colonel: "He is without a parallel in the world."

On the night of the battle of Bull Run, when higher officials of the Government and the army rulers were almost paralyzed by the defeat, Colonel Scott displayed rare abilities in organizing the defence of the Capital, and in his preparations for staying the defeat of our army. General Winfield Scott looked on in wonder, and wished to place him in high command in the army, but like on all occasions, particularly when Mr. Lincoln wanted him for Secretary of War at the time Simon Cameron laid down that portfolio, declining, he turned away from the allurements, remarking that the work on his "little railroad over in Pennsylvania furnished sufficient fuel for his ambitions."

He resigned his position as Assistant Secretary of War on the 1st of June, 1862, but notwithstanding that fact, whenever the emergency arose, whether in the State or Nation, his services were always called for and freely granted. To Governor Curtin and President Lincoln he was a pillar of strength upon which they leaned in hours of trial, such as were occasioned during the Antietam and Gettysburg campaigns, the transfer of two army corps from the seaboard to the mountains of Tennessee, and Early's raid.

His marvelous mastery of details, connected with his business qualities, and his power to reach your judgment almost without explanation, was one of the characteristics of his mind which served to make him in many respects the greatest railroad manager that ever lived in this country.

His devotion to duty on the railroad seemed to have been stimulated by his war experiences, and he performed a prodigious amount of work in expanding, developing and cementing together its interests.

On June 3, 1874, he was elected President to succeed Mr. Thomson, then recently deceased, and conducted the affairs of the Company with great success. He continued in office until June, 1880, when, on account of sadly impaired health, he resigned.

His military rank of Colonel was conferred upon him by President Lincoln, and on May 3, 1861, he was mustered into the service of the United States as Colonel of the District of Columbia Volunteers. His name stands first on the list of such officers.



THOS. A. SCOTT,  
General Superintendent.



THOS. A. SCOTT,  
President.







His success in life was due to his native ability and forceful character. One of his greatest triumphs over most formidable opposition was the carrying of his line into Washington, D. C., partly over and through a Government reservation, and planting his passenger station practically on Pennsylvania Avenue at Sixth Street. Whilst the question of granting the privilege was pending, he appeared before the Congressional Committee and made a most convincing argument, in the delivery of which he displayed such unexpected powers of oratory, and carried his reasoning over such a breadth of field that he kept the rapt attention of his hearers from the opening to the close, and secured what he was contending for.

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## ENOCK LEWIS,

Fifth General Superintendent,

APRIL 1, 1860—JANUARY 1, 1866.

Enoch Lewis was born in Wilmington, Delaware, December 1, 1821, of Quaker parentage, being the fifth in descent from a Welsh family which came to Pennsylvania in its first settlement under the auspices of William Penn, in 1682, and settled in Delaware county. His educational advantages were limited. In childhood he attended a private school in Philadelphia; two years of his boyhood, from eleven to thirteen, were spent at West Town Boarding School, then, as now, a Quaker institution in Chester county, Pennsylvania. From thirteen to fifteen he worked on a farm, or was office boy in Philadelphia, and while acting in the last named capacity about the year 1835, sitting at a window at the corner of Seventh and Minor streets, he remembers watching with great interest the movements of a party of workmen who were moving a locomotive engine on skids from the shop of Matthias W. Baldwin, out of Lodge alley on to Seventh street, and thence around Franklin Square, on its way to the Germantown Railroad at Ninth and Green streets. It was at this same shop in Lodge alley that a locomotive, built a year or two earlier by Mr. Baldwin, was advertised to run between Philadelphia and Germantown daily, provided the weather was fair.

At about the age of 15, Mr. Lewis entered, as an apprentice, the machine shop of Garrett & Eastwick; shortly after he entered their employ, the firm became Garrett, Eastwick & Harrison, the members being Philip Garrett, Andrew M. Eastwick and Joseph Harrison, Jr., Locomotive Builders. With this firm he remained five years, until he came of age in the year 1842. Mr. Lewis has gratefully acknowledged the kindly encouragement given him by the firm during his apprenticeship, and particularly by Mr. Harrison in pointing out the means of instruction and in the loan of books; also, his indebtedness to the Franklin Institute, whose drawing school and lectures he attended during several winters, as well as to the Apprentices' Library for the opportunity afforded him and others in the free use of its stores of knowledge.

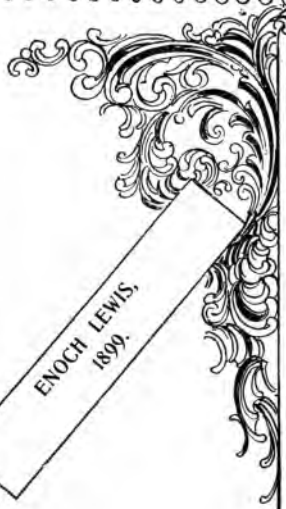
Business being very dull at that time in Philadelphia, he spent the next year in a counting house in New York city.

About the beginning of the year 1844, Messrs. Eastwick & Harrison, with Thomas Winans, of Baltimore, the son of Ross Winans, the locomotive builder of that city, made a contract with the Russian government to build for it, in St. Petersburg, Russia, the locomotives and cars required for the St. Petersburg and Moscow Railway, which was at that time under construction; Major George W. Whistler, a distinguished American civil engineer, who had made great reputation in the construction of the Boston and Albany Railroad through a difficult country, being the consulting engineer in charge thereof. Mr. Lewis accompanied a member of the firm to Russia in the early part of 1844, and remained with them as foreman of one of their machine shops until the late autumn of 1846, when he resigned his position and returned to America, visiting Germany, Belgium, France and England on the way. Some months in the year 1847 were spent by him as foreman of a machine shop in Trenton, N. J., and later in the year he accepted a similar situation in Massachusetts, where he remained till sometime in the year 1850.

Late in 1850, in which year the Pennsylvania Railroad was opened from Harrisburg to a connection with the Portage Railroad at Duncansville, where Thomas A. Scott was the newly appointed Station Agent, he entered the service of the Pennsylvania Railroad as foreman of a small repair shop and roundhouse at Mifflintown, where he remained for about one year, when he was, at the instance of H. J. Lombart, Superintendent of Transportation, transferred to his office at Harrisburg as an assistant, and remained there in that position until



ENOCH LEWIS,  
General Superintendent.



ENOCH LEWIS,  
1899.





the late autumn of the year 1852. At that time the offices of the Transportation Department of the Company were transferred from Harrisburg to Altoona, and under the organization for conducting the business of the road adopted by the Board of Directors, November 25, 1852, which went into effect December 1, 1852, Mr. Lewis was appointed Second Assistant to the Superintendent in especial charge of the shops and of motive power, occupying the same office as the Superintendent, and acting for him in his absence, sickness or other disability, in which position he continued until the organization of March 1, 1857, when the road was divided into three divisions, the Eastern, Middle and Western, and he was placed in charge of the Middle Division from Mifflin to Conemaugh, without change in his other before-mentioned duties. Embracing an advantageous opportunity to go into other business, Mr. Lewis, on October 1, 1857, resigned his position as Division Superintendent, and engaged with A. Whitney & Sons, Wheel Makers of Philadelphia, with whom he remained from that date until April 1, 1860, when, at the solicitation of J. Edgar Thomson, President, he returned to the service of the Pennsylvania Railroad, and to Altoona, as General Superintendent. He remained as General Superintendent during the Civil War and until December 31, 1865, when he resigned the position in order to obtain a much needed rest—the duties of his office having been peculiarly exacting during the period in which he occupied it.

On May 1, 1866, he accepted the position of Purchasing Agent of the Pennsylvania Railroad, in which he remained until December 1, 1893, when at the age of 72, after more than forty years of service he voluntarily severed his connection with the Company. The Board passed the following resolution on the event: "Resolved, that the resignation of Mr. Enoch Lewis be accepted, to take effect December 1, next, and in accepting his resignation the Board desire to place upon record an expression of their appreciation of the faithful and efficient service rendered to the Company by Mr. Lewis in the various positions of trust and responsibility which he has occupied since he entered its service in 1850, and to express the hope that retirement from active duties will enable him to enjoy many years of health and happiness."

In the annual report on the Company's affairs, presented to the stockholders, March 13, 1894, President Roberts, in speaking of the resignation, said: "Mr. Lewis' connection with your Company extended through a period of forty years, during which he had been General

Superintendent of the Pennsylvania Railroad for over five years and Purchasing Agent for more than twenty-seven years. His ability and unswerving integrity had earned for him a deservedly high place in those important departments of railroad service."

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### EDWARD H. WILLIAMS,

Sixth General Superintendent,

JANUARY 1, 1866—APRIL 1, 1870.

Dr. Edward Higginson Williams, the son of Hon. Norman Williams, of Vermont, was born at Woodstock, in that State, on June 1, 1824. He was a scion of one of the most illustrious stocks that have developed this wonderful country, his "common ancestor of the divines, civilians and warriors of the name who have honored the country of their birth," being Robert Williams, of Roxbury, Massachusetts, whose name stands on the roll call of the Ancient and Honorable Artillery Company of Massachusetts under the elections made in 1644. During the intervening two and one-half centuries, the family has maintained an advanced position in furthering education, and advancing science, art and mechanics. In early youth, Dr. Williams, showing a decided taste for mathematics, was sent to a school in Montreal, Canada, to develop it, and was subsequently placed under the instruction of Hosea Doton, a well-known and highly equipped mathematician and engineer. Whilst pursuing the special studies, he received a thorough training in the classics in school at the hands of competent instructors, and at home under his father. Visiting Michigan, he became possessed of much practical knowledge by accompanying the engineer corps then locating the Michigan Central Railroad. At this time a severe illness overtook him, and the doctors decided that its nature would preclude his leading so active a life as that demanded by the engineering profession. He thereupon began the study of medicine at the Vermont Medical College, from which he graduated in 1846. His son, Edward H. Williams, Jr., in speaking of this period of his life, says: "Before entering upon the practice of his profession, he made a second trip to the West, passing most of the



EDWARD H. WILLIAMS,  
General Superintendent.



EDWARD H. WILLIAMS,  
1899.





time in the open air with the construction corps of the Michigan Central Railroad, and on his return began medical practice at Proctorsville, where he became known to the medical profession from his connection with the successful treatment of a man who had the misfortune to have a three-foot tamping bar blown through his head. During his residence at Proctorsville, and later at Northfield, he was brought in contact with the construction corps of the Rutland and Burlington and Vermont Central Railroads, and was well acquainted with the persons in charge, so that he gained much in the methods of management of railroads. The complete recovery from asthma, and the feeling that he was now free to pursue the profession for which he was specially adapted, induced him to seek an opportunity for entering upon engineering work, and in 1851 he became Assistant Engineer in the construction of the road from Caughnawaga to Plattsburgh, and the death of the Chief Engineer soon placed him in charge of the same, which he satisfactorily completed."

The time devoted to the study of medicine was very fortunate, for throughout his subsequent career he was able to practically apply his knowledge in directing the surgical staff and rendering assistance to employes or other persons injured on the railroads and in the establishments under his charge.

His son further says: "In 1854 Dr. Williams went to Adrian, Michigan, and thence to Laporte, Indiana, Janesville, Wisconsin, and Chicago, always being connected with the pioneer roads to the unsettled West, and laying the foundation for an experience in everything connected with railroad management from designing on paper to constructing and repairing under all sorts of adverse conditions. Being thus called on to meet and conquer the conditions imposed on the pioneers of our railroad systems, and to battle with new and adverse circumstances, Dr. Williams established a reputation for fertility of resource and readiness of apprehension that speedily made him known and desired, so that he was not permitted to establish a home and permanently locate his Lares and Penates."

On January 1, 1866, Dr. Williams was appointed General Superintendent of the Pennsylvania Railroad and occupied the position until April 1, 1870, when his resignation took effect. In accepting his resignation the Board passed the following: "Whereas, the resignation of Edward H. Williams, Esquire, General Superintendent of the Pennsylvania Railroad, has been received and accepted, and, Whereas, it is eminently proper that the Board of Directors should recognize the

valuable services rendered by him during his term of office, therefore : Resolved, that the Board of Directors of the Pennsylvania Railroad Company, in receiving the resignation of Mr. Williams as General Superintendent, desire to place upon their records their appreciation of the valuable and faithful services rendered by him to this Company while holding that position ; Resolved, that the best wishes of the Board accompany Mr. Williams in his new sphere of action."

During his incumbency he was called upon to adapt the road to the changed conditions produced by the Civil War, and all throughout the operating and construction departments his masterful mind left a deep impress on the historic page of the road's advancement and prosperity. After leaving the management of the Pennsylvania Railroad he became a partner in the Baldwin Locomotive Works, whose continuing success in the ever advancing standard and universal demand for their product is largely due to his ability and efforts. In the interests of the Works he was instrumental in introducing American locomotives into Russia, Central and South America, Australia, Japan and other countries in Europe and Asia.

In 1876 he was elected a member of the Royal Academy of Sweden, and created by the King of that country a Knight of the North Star. In 1879, as Commissioner of the United States, he arranged the American exhibit at the Exposition at Sydney, New South Wales.

Upon the site of his old home in Woodstock, Dr. Williams erected the Norman Williams Public Library, with an ample endowment. To the University of Vermont he presented a building of tasteful design and admirable arrangement. In addition to these gifts and his former presents to the University of Vermont, Dr. Williams built the Science Building, of Carlton (Minn.) College, and also gave it a sixteen inch equatorial telescope.

Dr. Williams died of heart disease, December 21, 1899, at Santa Barbara, California, where he was sojourning for the benefit of his health. Characterized by regularity in the arrangement of details; a desire that work should be thorough and honest; an acquaintance with the minutia of engineering details; a highly cultivated taste for the beautiful in Nature, Art and Literature; amiable deportment; high morality; unimpeachable integrity and beautiful charity, rendering him the most delightful of men, wherever met, it is no surprise that Dr. Williams will long be remembered with the kindest feelings by all ranks in the service of the Pennsylvania Railroad.

## ALEXANDER J. CASSATT,

Seventh General Superintendent,

APRIL 1, 1870—DECEMBER 20, 1871.

Alexander Johnston Cassatt was born in Pittsburgh, Pa., December 8, 1839. His father, Robert S. Cassatt, was for a number of years closely identified with the financial and industrial interests of Western Pennsylvania, and was the first Mayor of Allegheny City. Mr. Cassatt's primary education was received in the schools of Pittsburgh, but while he was yet a lad his father removed to Europe, and he secured in the continental schools not only an intimate knowledge of modern languages, but also the advantages of a liberal course of study in the University of Darmstadt. Upon his return to America, he entered the Rensselaer Polytechnic College, Troy, N. Y., from which institution he was graduated as a civil engineer in 1859.

Immediately after his graduation Mr. Cassatt entered upon the active pursuit of his chosen profession, and accepted a position on the location and construction of a railroad line in Georgia. Just before the outbreak of the Civil War he surrendered his engagement in the South, and settled in Philadelphia, having, in 1861, been appointed a rodman on the Philadelphia Division of the Pennsylvania Railroad. Two years later when the construction of the connecting railway, linking the Pennsylvania to the Philadelphia and Trenton Railroad was begun, he was assigned to the engineer corps engaged in that work with the title of Assistant Engineer. The ability shown in this post attracted the notice of his superiors, and when in 1864, the Pennsylvania assumed control of the Philadelphia and Erie Railroad, Mr. Cassatt was transferred to Renovo and intrusted with the more important duties of Resident Engineer of the Middle Division. Mr. Cassatt, after serving for a short time as Superintendent of the Warren & Franklin Railroad, was, in April, 1866, transferred to Williamsport, with the title of Superintendent of Motive Power and Machinery, of the Philadelphia and Erie Railroad. For one year and a half he held this position, and in November, 1867, was appointed to a like position on the Pennsylvania Railroad, with headquarters at Altoona. On April 1, 1870, Dr. Edward H. Williams resigned the position of General Superintendent of the Pennsylvania Railroad. Mr. Cassatt was selected to succeed him, and subsequently, upon the leasing of the United Railroads of New Jersey, in December, 1871, he was made General Manager of all the Pennsylvania Railroad lines east of

Pittsburgh and Erie, an office of which he was the first incumbent. This promotion necessitated his transfer to Philadelphia. The duties appertaining to the office of General Superintendent were performed by him as General Manager, until March 1, 1873.

After the death of the President of the Pennsylvania Railroad Company, Mr. J. Edgar Thomson, a reorganization of the higher officials became necessary and Mr. Cassatt was, on July 1st, 1874, advanced to the position of Third Vice President, which office he filled until June 1, 1880, when, upon the retirement of Colonel Thomas A. Scott, then President of the Company, and the accession to the Presidency of Mr. George B. Roberts, he became First Vice President. In both the Vice Presidential posts Mr. Cassatt continued to display that high order of ability which marked his entire career.

On September 30, 1882, he voluntarily resigned his office and retired to private life. In his letter of resignation, he wrote: "My only object in taking this step is to have more time at my disposal than any one occupying so responsible a position in railroad management can command. If I were to remain in active railroad life, I could not desire a position more agreeable to me than the one I now occupy, nor would I be willing to connect myself with any other company than the one in whose service more than twenty-one years of my life have been passed."

On September 1, 1883, he was elected a Director of the Pennsylvania Railroad Company, to succeed the late Samuel M. Felton, and was subsequently appointed Chairman of the Road Committee. June 9, 1899, he was elected by the Board as President to succeed Mr. Frank Thomson, who died June 5, 1899.

Having voluntarily retired from official position Mr. Cassatt had not, for seventeen years, been in the public view as a railroad manager, yet, during that period, he had been in close touch with the direction of the Company, wise in its councils, and a potent power in shaping its policies, so that, when after great reluctance he consented to again take up official responsibility, he entered upon his duties as President with ripened experience, and his executive intelligence enriched with added knowledge of the Company's interests. Universally recognized as a man of force, his strength has combined with it the modesty which is always an element of true greatness. Mr. Cassatt is singularly free from ambition for place and power. Life and its varied interests are realities to him, and his actions have unwaveringly had for their object the securing of the best results.



A. J. CASATT,  
General Superintendent.



A. J. CASATT,  
President.



His education in American and European schools, careful training in the profession of a civil engineer, with a native ability of a high order, an extended experience in practical railroad affairs, financial acumen, civic pride, and a trans-continental acquaintance and reputation, place him among the great men of the day.

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## GEORGE CLINTON GARDNER,

Eighth General Superintendent,

MARCH, 1873—APRIL 1, 1879.

George Clinton Gardner, son of Colonel Charles K. Gardner, was born in Washington City in 1834. His education was partly acquired at the Rittenhouse Academy in Washington City. At an early age he left that institution and entered Columbia College, then on Fourteenth street, just beyond the city limits. Whilst attending the latter institution he developed a preference for mechanical, mathematical and engineering studies. During his sophomore year he left college and took up the special study of engineering, and for some years afterwards was instructed in the higher branches of geodetic and astronomical work by Professor James Noonan. In the year 1850, at sixteen years of age, he repaired to the Pacific Coast, where, under Major, afterwards General, William H. Emory, Engineer Corps, United States Army, he was associated with the officers and engineers in establishing the United States and Mexican boundary from the Pacific coast to the Gulf of Mexico. Resigning from the Mexican boundary survey he joined his father, who was then Surveyor-General of the Land Office of Washington and Oregon, located at Salem, Oregon. Whilst pursuing his profession he was selected a representative of Washington and Oregon in the work of the International Boundary Survey. In 1856, the United States Government commissioned him as Assistant Astronomer and Surveyor of the Northwest boundary survey for running and marking the forty-ninth parallel of north latitude. This work, from the Pacific coast to the summit of the Rocky mountains, he performed under Archibald Campbell, United States Commissioner, and Lieutenant, afterwards General, J. G. Park, United States Engineers, as chief astronomer and surveyor, and in conjunction with

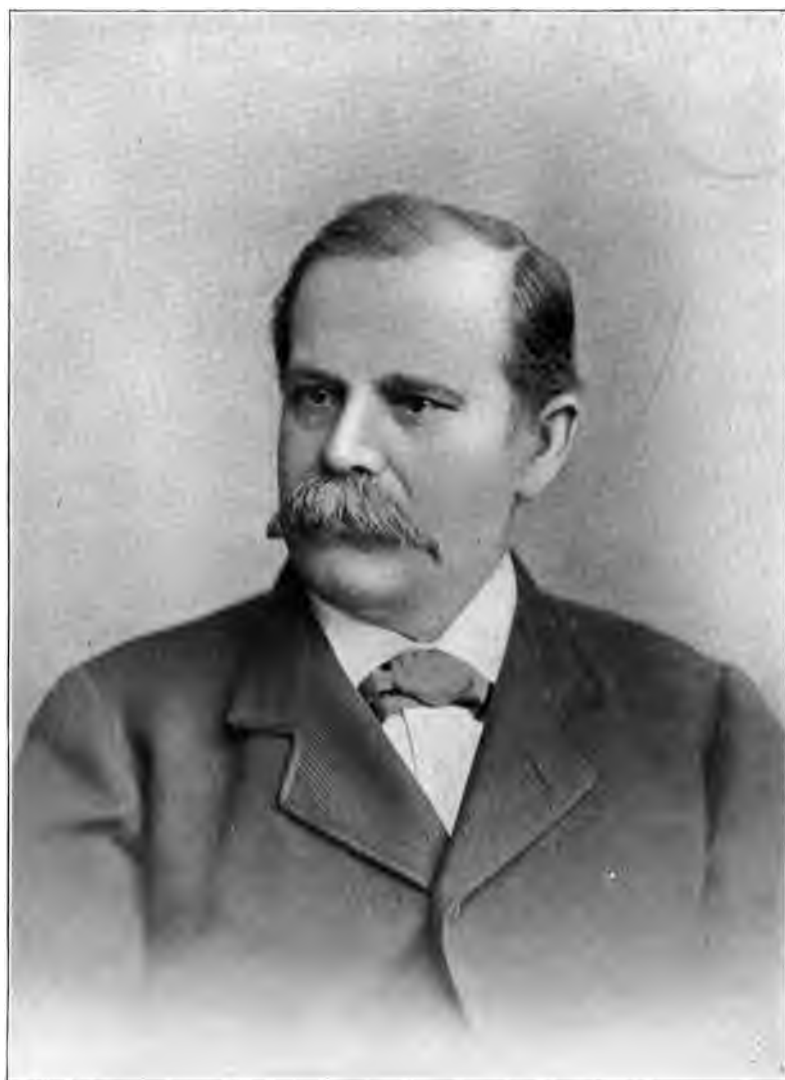


the English Commission, represented by Colonel Hawkins, C. E., and Captain Haig, of the Royal Artillery. He gained distinction in this international survey, being a strong advocate of the boundary being in Canal de Haro as against the claim of the English Government that it was through the Rosanis Straits. The dispute which grew out of this claim, and known as the "San Juan difficulty," was settled by King William of Prussia as arbitrator. During its progress Mr. Gardner illustrated the channel and otherwise furnished valuable information to our Government. His geographical determinations along the line are the initial points of the United States land surveys.

Upon the completion of the work in 1869 he tendered his resignation, which was accepted by the President who, through the State Department, thanked him for the able manner in which he had performed the duties assigned him. Although up to this time he had had no practical experience in railroad engineering his talents were of such an order that he experienced no difficulty in securing an engagement with the Philadelphia and Erie Railroad. His first service with the Company began in 1869 as Assistant Engineer. Whilst performing his duties as such in building the coal docks at Erie he was the first to use nitro-glycerine in sub-marine blasting. On April 1, 1870, he was transferred from Erie to Altoona as Assistant Superintendent of Motive Power and Machinery, and promoted to Superintendent of Motive Power, April 1, 1872. As Assistant Superintendent of Motive Power he was in charge of the motive power and rolling stock of the United Railroads of New Jersey leased to the Pennsylvania Railroad Company, December 1, 1871, and he organized their shops under the Pennsylvania Railroad system. In March, 1873, he was elected General Superintendent of the Pennsylvania Railroad Division, filling that position until April 1, 1879, when his resignation took effect. The Board of Directors at their meeting, March 13, 1879, passed the following resolution:

"Resolved, That this Board accepts with regret the resignation of G. Clinton Gardner, General Superintendent of the Pennsylvania Railroad Division, and in doing so they desire to place on the minutes an expression of their thanks for the satisfactory manner in which he has administered the important trust confided to him, their appreciation of the zeal and energy with which he has performed the duties of his office, and of the best wishes for success in his new field of duty."

This was one of the many expressions of esteem in which he was held by those connected with the Pennsylvania Railroad Company.



G. CLINTON GARDNER.



He studied the welfare of the employes of the road, aided in the Railroad Association and Reading Rooms at Altoona, and constantly aimed at elevating the standard of employes by devising means for their instruction, etc. It was under his administration that the school for special apprentices was established, out of which many officers, not only of the Pennsylvania Railroad, but of other lines throughout the United States, were graduated. Insurances and relief for employes and the establishment of a home at Altoona, upon the Company's farm, found in Mr Gardner a strong advocate. During the time he was General Superintendent, many of the improvements which aided in making the great property the finest road in the world, were commenced. His labors at Altoona were arduous. He was in charge during the transportation of the millions of people moved over the Company's lines to the Centennial Exhibition, and during the extensive labor troubles of 1877. Pinkerton in his book, "Strikes, Communists, Tramps and Detectives," pays a tribute to Mr. Gardner, who was ordered by Colonel Scott from Pittsburgh the second day of the trouble to protect Altoona, and says: "Insults and threats were common at all times, but the lawless elements were pretty thoroughly held in check by the constant exhibition of a competent force on the one hand, and pacific measures on the part of shop superintendents on the other. In this connection it is only just to state that the cool judgment, careful foresight, determined bearing, but at all times the kind and friendly manner of the General Superintendent of the road, G. Clinton Gardner, Esq., had more to do with preventing widespread destruction and bloodshed than any other one cause." These things gave a lasting impression to all, and during the strikes Mr. Gardner was constantly on the alert without taking rest for many days.

Whilst serving as General Superintendent of the Pennsylvania Railroad, he was made General Superintendent of the Northern Central Railway, and administered that property under the system of the Pennsylvania Railroad. His health beginning to show the effects of the constant strain upon him, he decided to take lighter work on some other road, and having been invited by the Governor and Council of the State of Massachusetts to take charge of the State road—the Troy and Greenfield Railroad and Hoosac Tunnel—he moved his residence to Greenfield, Massachusetts, in 1879. In the discharge of his duties in Massachusetts, from 1879 to 1881, he soon gained expressions of satisfaction as to his work. He arranged for and commenced the

double tracking of the road, built the ventilating galleries leading to the central shaft, and experimented with the electric lighting of the tunnels, besides suggesting various other improvements subsequently adopted. He had the gratification of seeing the road reported by the Railroad Commissioners as the best single track in the State, if not in New England.

After his two years of service on the State Road, during which time he received several propositions to take charge of other properties, he was made General Manager of the Mexican National Construction Company, the Mexican National Railroad Company, and the Texas-Mexican Railroad Company, and took up the construction of those roads, which employment occupied his attention from 1881 to 1884.

On the northern division he completed the line as far as Saltillo, Mexico. Construction having ceased for want of funds, he returned north and resigned. Immediately upon his return in 1884 he was elected to the presidency of the Buffalo, New York and Philadelphia Railroad, now the Western New York and Pennsylvania Railroad, and continued to fill that office until March, 1888, when he resigned. This property, like many others, was unable to meet its fixed charges, and required complete reorganization and improvement in its facilities for the development of its business. The system represented 660 miles of road, and, connecting with the great trunk lines, was subject to all the vicissitudes of the rate wars which then prevailed. The contest between the Lake Shore and the New York Central greatly affected its revenues, and the competition on all sides between Buffalo and Rochester made the task of reorganization and improvement a most difficult one, but under Mr. Gardner's management, the road's facilities were improved and its local trade so built up that its friendly relations with the connecting roads were strengthened and its financial condition bettered. Although the facilities for doing the work required to improve the property were perhaps proportionally less than any manager of a railroad ever had at his disposal, Mr. Gardner undertook it with a determination to succeed, and the results achieved by him justified his efforts.

In 1892 he was appointed General Manager of the Ohio River Railroad and continued to serve as such until 1896, when he became General Manager of the Pacific Company, Pacasmayo, Peru, South America, where he has been for several years and is at present engaged in railroad work. In addition to the above, Mr. Gardner

was Chairman of the Investigating Committee of the affairs of the Missouri, Kansas and Texas Railroad, President of the New England and Western Railroad (Storm King Bridge) and Vice President of the New York and Massachusetts Railroad.

Mr. Gardner is regarded as one of the ablest railroad men in active service and by his abilities and faithful service has built up a reputation for personal integrity, practical skill and painstaking attention in directing the affairs of railroads. Wherever he has been, and wherever he goes, he has the warmest esteem of officers and employes.

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## CHARLES E. PUGH,

Ninth General Superintendent,

APRIL 1, 1879—OCTOBER 1, 1882.

Charles Edmund Pugh was born at Unionville, Chester county, Pa., on the 25th day of February, 1841. His father was the late Elijah Pugh, a member of the Society of Friends, a man of probity, and in business a merchant and transporter. His early education was received in the district school of his birthplace. He applied himself closely to his studies in preparation for admission to the State Normal School at Millersville, Lancaster county, Pa., which he subsequently entered. He was graduated from that institution, after completing a thorough course of study, and entered his father's office, wherein he acquired the elements of that business knowledge which has been so valuable to him and his employers. On October 1, 1859, he entered the service of the Pennsylvania Railroad Company as agent at Newport, Perry county, Pa., and performed his duties with such marked ability that the attention of his superiors was attracted to him as a young man of character and merit. They, therefore, selected him as one to be advanced in the Transportation Department. To familiarize himself with all the details in the practice and theory attending the running of trains, he entered the train service and served as passenger conductor for a period of six months. In 1864 he was appointed Train Dispatcher of the Philadelphia Division; on August 1, 1870, General Agent for Philadelphia; on April 1, 1879, General Superin-

tendent Pennsylvania Railroad Division; on October 1, 1882, General Manager; on March 1, 1893, Third Vice President, and on February 10, 1897, Second Vice President.

Mr. Pugh has always proved himself fitted for every position to which he has been appointed, and equal to the responsibilities laid upon him; but at no time has he attracted more attention, displayed more ability, and deserved more credit than during the Centennial Exhibition of 1876. The handling of such vast crowds as were in attendance on the Exhibition had never been undertaken, and how to do it was more or less problematical; but it was with no small degree of confidence in Mr. Pugh's ability to organize success that the management called him to the task. Never before in the history of American railroads had anyone been called upon to cope with such a problem; but with full confidence in himself, a determination to do the best he could, and with an extensive knowledge of men and their capabilities, he undertook the task, feeling that the outcome must be successful. His labor during the period of the Exhibition was remarkable, but the successes achieved were looked upon by railroad men at home and abroad as marvellous. Over 3,000,000 passengers were received at and despatched from the stations during the Exhibition, and so admirably had he arranged for the comfort and safety of the people that not one accident occurred.

He has demonstrated not only his great executive ability in developing the immense transportation facilities of the Company, but also his thorough familiarity with railroad work as a science. He possesses a knowledge of those unlimited details of management in the multitude of sub-departments which have from time to time been under his charge, and which has been gained only by many years of experience, during which his keen perceptions and close attention to business played no inconsequent part. Magnetic in manner and gentle in speech, he attracts men to him and binds them with unbreakable cords. These qualities have been on many, and some anxious, occasions of great service to the Company's interests, when his strong individuality has brought about the solution of knotty, if not serious problems.



CHARLES E. PUGH.





## SUTHERLAND M. PREVOST,

Tenth General Superintendent,

OCTOBER 1, 1882—MAY 1, 1885.

Sutherland Mallet Prevost was born in Philadelphia, on Sunday, October 5, 1845. He is of an old Huguenot family, whose records go back for over 700 years. Upon the revocation of the Edict of Nantes they took up their residence in Switzerland. His great grandfather, Paul Henri Mallet Prevost, a banker of Geneva, was a nephew of General Augustine Prevost, distinguished for his defence of Savannah during the Revolutionary War, and a cousin of Sir George Prevost, a son of Augustine's, commander of the British forces in Canada and Governor-General of Nova Scotia. Upon the breaking out of the French Revolution, Paul Henri retired from business and joined the French Army as Commissary-General with the Dumoriez Corps-de-Armee. In 1794 he came to this country and settled at Alexandria, Hunterdon county, New Jersey. As several of his family and a number of his army comrades followed him, the place became known as Frenchtown, which name it bears to-day.

Mr. Prevost's grandfather, Andrew M. Prevost, and his father, Charles M. Prevost, were both well-known citizens of Philadelphia, the former as a Colonel in the War of 1812, and the latter as Colonel in the War of the Rebellion, and brevetted Brigadier General for gallantry in action.

Mr. Prevost was graduated from the Polytechnic College of Philadelphia, which is the Alma Mater of so many prominent and successful railroad men. His technical education being completed, he entered the railroad service as a rodman in the engineer corps engaged in constructing the Philadelphia and Erie Railroad, and his subsequent service and promotions have been as follows:—

In 1864 and 1865, rodman Elmira Division, Northern Central Railway; 1865, Assistant Engineer, Western Pennsylvania Railroad; 1866, Assistant Engineer on the Susquehanna Division, surveys of the Atlantic and Great Western Railroad; 1867, Assistant Engineer, Baltimore and Potomac Railroad; 1868, Assistant Engineer, Wilmington and Reading Railroad; 1868 and 1869, Principal Assistant Engineer of Construction in the preliminary surveys from Newark, N. J., to Tamaqua, Pa., of the New Jersey West Line Railroad. The success which attended his labors in those undertakings won him a position in the service of the Pennsylvania Railroad Company, which he entered January 1, 1871, as Assistant Engineer, Maintenance

of Way, on the Philadelphia Division, and continued in that position until August, 1874, when he was promoted to be Superintendent of the Bedford Division. October 15, 1878, he was appointed Superintendent, Middle Division, Pennsylvania Railroad; July 1, 1881, Superintendent, Philadelphia Division; October 1, 1882, General Superintendent, Pennsylvania Railroad Division. His record in this important office showed that he possessed a high order of administrative ability, and brought about his promotion, on May 1, 1885, as General Superintendent of Transportation of the Pennsylvania Railroad system east of Pittsburgh and Erie. On March 1, 1893, he was advanced to General Manager, and on February 10, 1897, elected Third Vice President. He was also elected a Director in the Board of the Baltimore and Ohio Railroad Company, January 1, 1900.

His identification with the construction and development of many of the roads and lines over which he has now jurisdiction gave him an excellent training. That, and his extensive knowledge of practical railway work, and his familiarity with the entire Pennsylvania system, admirably fits him for the discharge of his arduous and responsible duties. His great capacity for work found a high expression at the time of the Johnstown flood in 1889. A writer of that period, speaking of the calamity, and the part taken by railroad officials to repair the damage, says: "It fell to Mr. Prevost's lot to remain at the helm in Philadelphia in charge of the movement of men, materials and supplies to the scene of active operations in the flooded districts. This involved the exercise of the utmost promptness, ceaseless labor and rare executive ability, but it is a matter of history that the stupendous work of rehabilitating the line was accomplished in the face of the greatest obstructions in an incredibly short space of time. Every official of the Company won conspicuous merit in this crisis, and a fair share of it is justly accorded to him who sat day and night with his hand practically on the telegraph key guiding the movements of relief trains and re-establishing the service as fast as the gaps in the broken lines were closed."

He has a calm temperament that never ruffles, is a man of unquestioned ability and most excellent judgment—cool in action, prompt, untiring, energetic and industrious: combined qualities which make him an official of unusual efficiency. Added to those qualities his high manly character, sterling honesty and fair dealings, together with a charitable inclination of mind and kindly expression in speech, have made him very popular with employes of all grades and the public of all classes.



SUTHERLAND M. PREVOST,



## ROBERT E. PETTIT,

Eleventh General Superintendent,

MAY 1, 1885—JUNE 1, 1890.

Robert Ellmaker Pettit, C. E., was born in Philadelphia, November 30, 1846, and died there December 28, 1894. His ancestors upon the paternal side from early colonial days had been professional men, occupying positions of trust under the Government of Great Britain and later of the United States. His great-grandfather was Colonel Charles Pettit, 1737—1806, member of the Continental Congress, the Pennsylvania Legislature, and previous to that, Colonial Secretary of the Province of New Jersey, under George III. He was also the great-grandson of Chief Justice Thomas McKean, signer of the Declaration of Independence. His own father was Pay Director Robert Pettit, Fleet Paymaster of the North Blockading Squadron during the Civil War, and in active service on board ship during the engagement at Hatteras Inlet, and the famous Monitor and Merrimac fight in Hampton Roads.

Robert E. Pettit was educated at the private school of John W. Faries, and at the Episcopal Academy, Philadelphia. He was graduated as civil engineer at the Polytechnic College, Philadelphia, June, 1867; also, at a business college, Philadelphia, after which he served for a time in Booth's Chemical Laboratory, so that he might improve his special inclination for study in that line. In April, 1866, he was appointed Assistant Engineer on the Bennett's Branch, Low Grade Line, Philadelphia and Erie Railroad, a position he occupied until April, 1870, when he became Assistant Engineer in charge of construction of Morrison's Cove Railroad, Hollidaysburg to McKees, Pa. In June, 1871, he was appointed Assistant Engineer in charge of construction of Summit Tunnel and the immediate division of Bennett's Branch Railroad, serving until September, 1872. Assistant Engineer in charge of construction of engine house and machine shops of Allegheny Valley Railroad at Verona, September, 1872 to July, 1874. Assistant Engineer in charge of construction of Jersey City depot, United Railroads of New Jersey Division, July, 1874 to November, 1874. Assistant Engineer, Tyrone Division, Pennsylvania Railroad, November, 1874 to June, 1876. Assistant Engineer, Middle Division, July 1, 1876. Transferred to Pittsburgh Division, February 1, 1878. Appointed Principal Assistant Engineer Maintenance of Way of the Pennsylvania Railroad Division, August 1, 1879.

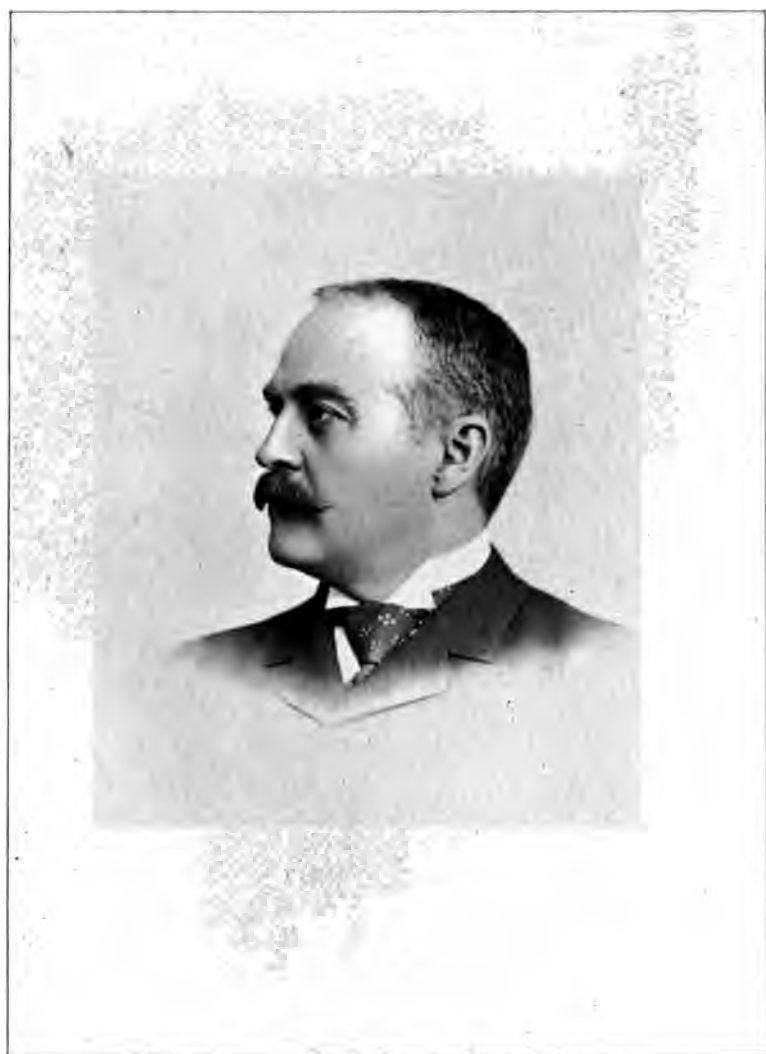
On June 1, 1881, was made Assistant to the Chief Engineer (Mr. William H. Brown) with office at Philadelphia. May 1, 1882, was made Superintendent of the New York Division. May 1, 1885, appointed General Superintendent, Pennsylvania Railroad Division, at Altoona. Resigned April 1, 1890, and left the service June 1, 1890. On May 23, 1890, the Board of Directors passed the following resolution:

“Resolved, in accepting the resignation of Mr. Robert E. Pettit, General Superintendent Pennsylvania Railroad Division, to take effect June 1, 1890, the Board of Directors desire to place upon record their thorough appreciation of the faithful and zealous discharge by him of the responsible duties that have devolved upon him during his connection of nearly a quarter of a century with the lines of the Pennsylvania Railroad system, and to express their regret at the severance of his official relations.”

His own rapid promotion from the time he entered the service until he became General Superintendent of the Pennsylvania Railroad Division at Altoona, 1886, made him a strong advocate of changing the younger men from one position to another, as soon as they manifested ability; thereby fitting them for a more comprehensive knowledge of the Pennsylvania Railroad system as a whole.

In June, 1890, he was offered the position of General Manager Lake Shore and Michigan Southern Railroad, but declined, preferring to devote himself to his children, whose mother had died in 1884, and to avail himself of opportunities for travel.

The personal characteristics of Robert E. Pettit were often remarked upon during life, especially among those who knew him best in business and other relations. A cultured, sincere, thoroughly honest, sympathetic and helpful Christian man—who believed rather in living and acting the Christian life than in talking much about it, he could listen well and with sympathy, but when it came to replying, the response generally took the active, useful form. Well known and acknowledged by his contemporaries as one possessing excellent judgment, with judicious reticence, fine perception of different phases of human nature and a keen sense of humor and the ludicrous in certain aspects. This, combined with not a few features of the artistic temperament under control, and considerable artistic skill in portrayal, he cultivated both mechanical and free-hand drawing with success, and constantly employed philosophical apparatus in his own home for the uses of both science and art.



ROBERT E. PETTIT.





The two elements in his make-up complemented each other. The one characterized his professional work, the other he used as a means for instruction, relaxation and pleasure. The professional requisites, viz: a knowledge of human nature, good judgment and skill in engineering being complemented by an appreciation of the good, the beautiful and true, and an eye for form and color. He became more and more versatile as he grew older. His extensive travels in the East, after he resigned from active business, supplemented his long, varied previous experience with men and things, made him highly instructive and entertaining, and he greatly enjoyed imparting to others the information thus obtained.

Although, like many railroad men, averse to speaking or even appearing in public, he had great force in another direction by other means. His control and handling of men was admirable, especially when he would bring personal intercourse to bear upon them. He read character intuitively, well and true; this came to him by heredity from his own father, who read men as he read books. The men in turn seemed to respect him, to accept what he said in the spirit intended, and sought to please him in return. Many instances are upon record where he was called by his official position to prevent, if possible, conflicts between labor and the corporation which he served. He was invariably successful, often in a marked degree. Among his valued papers were not a few official recognitions from those who knew the facts to that effect.

In personal appearance, Robert E. Pettit was prepossessing from childhood up. There was a manly frankness and bearing which commended him to many. Whether in youth at college, or later in intercourse with other officials, he produced a favorable impression of personality. No doubt this was much in his favor when he was appointed in 1882 from the engineer corps and placed as Superintendent of the New York Division, a transfer involving radical changes in his duties from an almost purely technical professional department (engineering) to another department (transportation) in which ability of a different order was required. In 1882, such was somewhat experimental, compared to what has since taken place in railroad experience of administration.

He possessed a fine physique, developed in youth by all round athletics. It served him well later on as an engineer, and made him an expert at skating, bicycling and a good traveler generally. In fact, finally his love for outing, coupled to his enthusiasm, led him to

make tours even beyond his strength and endurance. While in Japan and Corea in 1891, he traveled on foot some 700 miles over the Nakasendo Passes, and into the interior of Kinsin. Lack of nourishing food produced a great tax even upon his excellent physique. He was never again so robust, nor with the same vital energy after this experience of prolonged and excessive tours. His appreciation of what he witnessed was intense, however. The rapid adoption by Japan at that period of Western methods and civilization, and the Japanese artistic way of putting things, appealed to the two elements in his nature. He embodied some of his experiences in manuscript volumes, which manifest his own skillful handiwork, his intelligence in observation, his powers of endurance and, above all, his desire to communicate to others the good he had received.

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### FRANK L. SHEPPARD,

Twelfth General Superintendent,

JUNE 1, 1890—JANUARY 1, 1899.

Frank Little Sheppard, son of Isaac A. and Margaret C. Sheppard, was born at Bridgeton, New Jersey, November 1, 1851. The family were among the earliest settlers of Southern New Jersey. Mr. Sheppard was educated at private schools, finishing with the higher preparatory course at Northampton, Mass. In 1868, being desirous of active and practical work, he entered the Pennsylvania Railroad shops at Altoona at the instance and suggestion of Dr. Edward H. Williams, then General Superintendent, who expressed himself very freely as foreseeing the opportunity and necessity for young men of mental training and ability in the mechanical department of the railroads of this country, which in recent years have made such rapid strides in development and progress. Before completing his apprenticeship, he was transferred to the Mechanical Engineer's office, then composed of a force of only four men, and was there employed on various mechanical and engineering work until some changes occurred consequent upon the absorption by the Pennsylvania Railroad Company of the United Railroads of New Jersey Division, when he was transferred to the Superintendent's office of that Division, serving in various capacities until 1876, when he was assigned to the position of Assistant Train Master in charge of the New York Division business at the Centennial,



FRANK L. SHEPPARD





JOHN M. WALLIS.



and subsequently as Train Master in the freight department of the New York Division. He was promoted to Superintendent of the Sunbury Division in 1881, and during his incumbency of that position many improvements were made, including the completion of the North and West Railway. Upon the reorganization of the Motive Power Department in 1882, he was appointed Superintendent of Motive Power at Altoona. While holding this latter position, many of the modern practices and methods of equipment were introduced. June 1, 1890, he was appointed General Superintendent Pennsylvania Railroad Division, and continued as such until January 1, 1899, when he became General Superintendent of the United Railroads of New Jersey Division. The growth of the business and the progress in methods during this period were very marked. He was deeply interested in the various organizations for the benefit of the employes of the road in Altoona, was a trustee of the Mechanics' Library, one of the organizers and chairman of the Finance Committee of the Altoona Hospital, and Vestryman and Warden of St. Luke's church.

Mr. Sheppard is a fine organizer and possesses a good command over men, and has achieved his successes thus early in life by mastering the details of his business and closely attending to them. The time Mr. Sheppard occupied the position of General Superintendent comprised the period when many of the modern features and practices of the Company were inaugurated, and his efforts have led in an equal degree with those of his predecessors to mark the progress and importance of the great corporation.

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### JOHN M. WALLIS,

Thirteenth General Superintendent,

JANUARY 1, 1899.

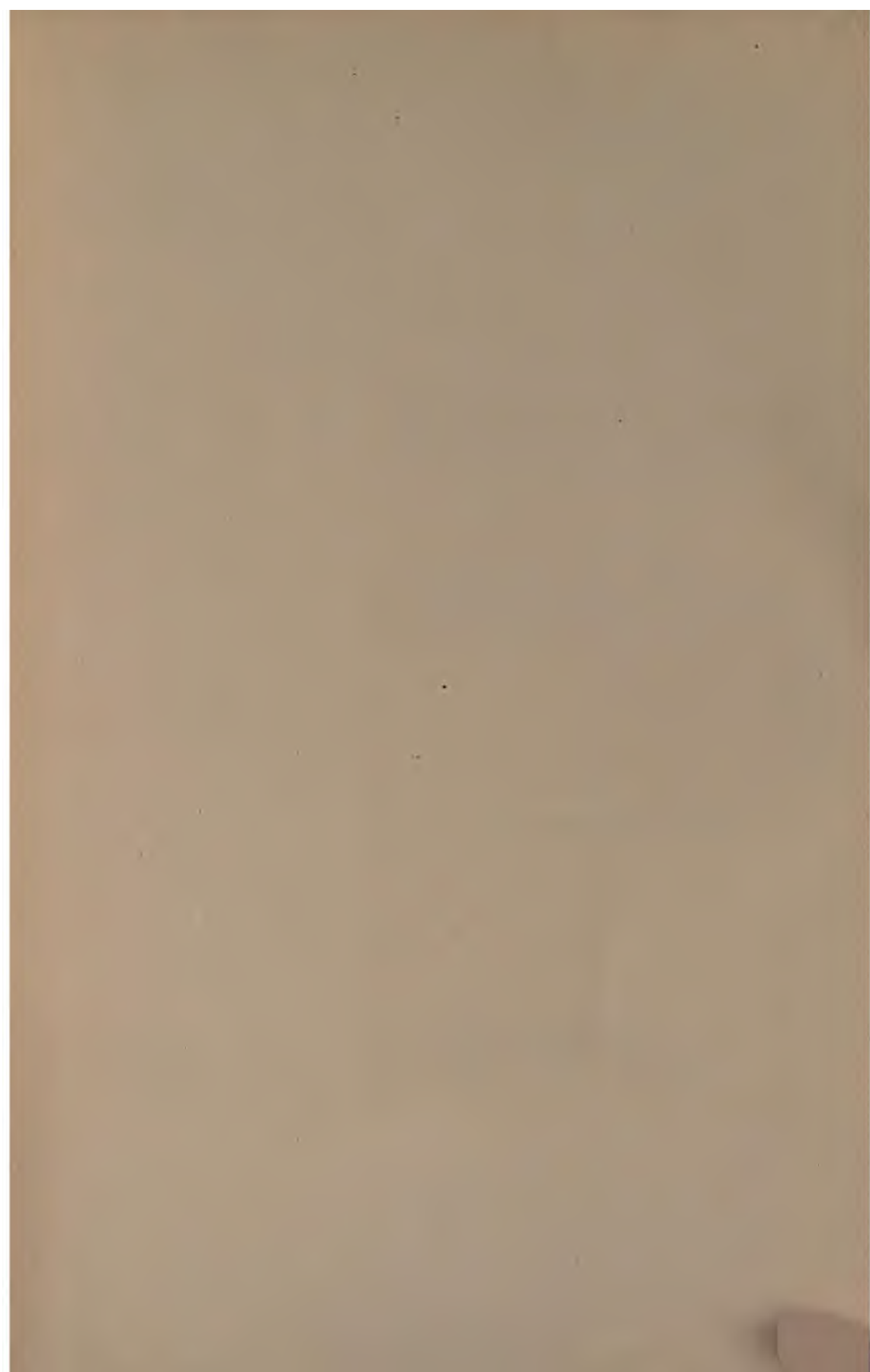
John M. Wallis' paternal ancestors came from England and settled in Accomac county, Virginia, in the seventeenth century, whilst his mother's family were among the earliest settlers of Missouri. His parents acquired a sugar plantation in Louisiana with a house in New Orleans. It was at the latter place that Mr. Wallis was born, December 10, 1853, and where he remained until the outbreak of the Civil War, when the family moved to the sugar plantation. He resided there until the close of the war, when he returned with the family to New Orleans. His early education was obtained in that city. In



1869 he went to Baltimore and entered the schools there, preparatory to entering the Stevens Institute, from which he was graduated in the class of June, 1876. He did not leave college upon being graduated, but remained there until January 1, 1877, as a post graduate on special work. Mr. Frank Thomson, at that time General Manager, always on the lookout for intelligent young men of standing and character to be brought up on well defined lines for future usefulness in the Company's service, was instrumental in having him appointed machinist apprentice in the shops of the Northern Central Railway at Baltimore. He entered upon his duties January 17, 1877, and continued in the shops until November, 1879, when he was appointed Assistant Road Foreman of Engines on the Northern Central Railway and Baltimore and Potomac Railroad, and filled that position with so much credit that, on December 1, 1881, he was promoted to be Assistant Engineer of Tests at Altoona. On June 1, 1882, he was promoted to be Superintendent of Motive Power, Northern Central Railway; on June 1, 1883, to be Superintendent of Motive Power, Philadelphia, Wilmington and Baltimore Railroad, and on June 1, 1890, to be Superintendent of Motive Power, Pennsylvania Railroad Division. Whilst occupying that position, Mr. Sheppard, then General Superintendent, whose health had been impaired, was granted an indefinite leave of absence and Mr. Wallis was appointed Acting General Superintendent of the Pennsylvania Railroad Division. He assumed the duties of that position in connection with those of Superintendent of Motive Power on May 14, 1896. The dual responsibility was shouldered and carried with success until September 14, 1896, when, upon Mr. Sheppard's return to duty, Mr. Wallis laid down the duties of Acting General Superintendent, and devoted himself to those in the Motive Power Department. The death of Robert Neilson, on October 12, 1896, leaving a vacancy in the General Superintendency on the Philadelphia and Erie Railroad Division and Northern Central Railway, Mr. Wallis was promoted to fill it, and entered upon the discharge of its duties October 26, 1896. On January 1, 1899, he was promoted to the General Superintendency of the Pennsylvania Railroad Division, succeeding Mr. Sheppard, who had been transferred to the United Railroads of New Jersey Division. A man of a high order of ability, and having won his distinction by merit, Mr. Wallis bids fair to equal his predecessors in all that pertains to the advancement of the great property intrusted to his care and management.







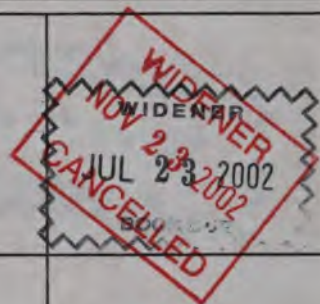




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